
Maricopa County
Office of the Deputy County Manager

FY 2012 Third Quarter

Constellation Report



April 2012

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Executive Summary

The 3rd quarter was action-packed and had many different events that were monitored, analyzed and completed. These included the grand opening of the South Court Tower, the retirement announcement of the County Manager, and mediation of the Pre-AHCCCS decade's long litigation. In addition, negotiation and agreements on budget recommendations for Elected Officials and the Judicial Branch.

On the budget front, OMB received the February 10th assessed valuations and were able to determine that the reduction in the property taxes was going to be \$7.5 million greater than originally forecasted. In addition, the state-shared sales taxes and the jail excise taxes continue to grow, but at a slow pace. The vehicle license taxes are unpredictable, causing concern moving into fiscal year 2012-13. Despite these challenges, OMB has been able to structurally balance the budget and reach budget agreements with all Elected Officials and Judicial Officers.

A team made up of John Hauskins, Tim Phillips, John Cantu, Linda Young, Brian Hushek, Brandon Newton, Chris Pinuelas and Sandi Wilson began reevaluating the structure of the Public Works organization to identify efficiencies and discuss restructuring options. Final recommendations were forwarded to the County Manager.

Risk Manager interviews were held the month of March after a national recruitment was completed. An initial screening process resulted in seven candidates who were selected for interviews. Two of the candidates were from out-of-state. The interview panel consisted of Doug Irish (County Attorney), Jerry Sheridan (Sheriff), Joy Rich (Regional Development), Peter Crowley (County Manager) and Sandi Wilson (Deputy County Manager). An extensive background check was completed on the two finalists. Both finalists passes the background screening process and were forwarded to David Smith and Tom Manos for final selection.

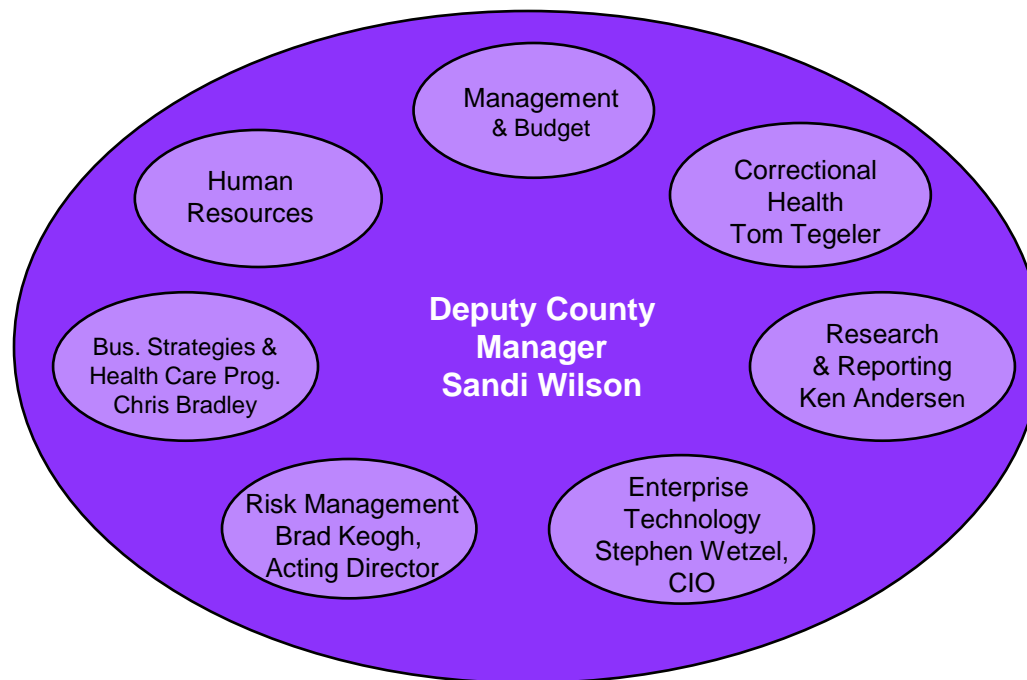
Finally, the MCSO Resolution teams continue to meet and work towards attainment of the goals approved by the Board of Supervisors in June, 2011. The third quarter report will be delivered to the Board next week. Cooperation continues between all departments that are participating.



Office of the Deputy County Manager

The **Office of the Deputy County Manager** is responsible for many core departments that ensure the efficient operation of a fiscally sound government.

Sandi Wilson
Deputy County Manager



Office of the Deputy County Manager

Reporting Departments:

- Business Strategies & Health Care Programs
- Correctional Health
- Human Resources
- Office of Enterprise Technology
- Office of Management & Budget
- Research & Reporting
- Risk Management

Office of the Deputy County Manager



The South Court Tower opened on February 14, 2012, on the State of Arizona's centennial. Sandra Day O'Connor was a guest speaker at the event.



Rebekah Francis accepted the ADP Innovation Award at the ADP conference in Dallas, TX.

ADP Accomplishments:

- Implemented Manager Self Service in ADP providing managers with tools designed around viewing employee profiles of not only their direct reports but any others reporting up through their direct reports.
- Met with every department to discuss the post implementation needs/concerns regarding the ADP system.
- Continued to work with ADP and internally to improve the system for all Maricopa County users.
- Continued meeting with the ADP Phase II User Group – made up of representatives from 13 different departments; most from elected offices. The purpose of the meeting is to vet ideas and concepts aimed at improving the ADP user experience.
- Continued the implementation of real-time time keeping. Animal Care and Control went live with time clocks and over 10 departments turned on the use of timestamp.
- Received the Solutions Innovation Award from ADP.



Office of the Deputy County Manager

Significant Projects:

- Court Tower Financial Support
- ADP Implementation
- Budget Development
- Ethics Committee
- MCSO Resolution
- Policy Review
- Employee Programs and Communication

Office of the Deputy County Manager

Accomplishments:

- MCSO Resolution continues to be monitored and is on target for successful completion (<http://www.maricopa.gov/Budget/pdf/bp/2ndQuarterFY2012OversightSheriff.pdf>). The next quarterly report will be issued shortly.
- Met with Congressman Pastor's office and federal Health and Human Services department regarding Ryan White Part A concerns for Maricopa County.
- Finalized the County Travel Policy and received Board approval. Changes include removing MCSO exclusion. The Leave Plan was also revised and approved by the Board of Supervisors. It included numerous revisions that were vetted with all departments.
- Reviewed over 140 pieces of legislation for Government Relations. Worked closely with the economic advisors on detailed financial impacts of bills being considered.
- NCCHC Accreditation: Correctional Health Services received full accreditation by NCCHC and was recognized in a Board meeting in March.
- Reached budget agreements with all Elected and Judicial Branch Officials for the FY 2012-13 budget year.
- Attended and spoke at the Women's Celebration.
- Completed a restructuring plan with the County Attorney's Office regarding support staff on the Pre-AHCCCS litigation team. Also participated in the mediation session on this critical litigation.

Challenges:

- OET and CHS continue to work towards a smooth transition between MCSO IT and OET. This is a collaborative effort that will require diplomacy in the coming months.
- Completion of the FY 2012-13 tentative and final budgets will be underway. Changes between tentative and final relating to CIP priorities and new Criminal Justice programs will be handled in the coming months.
- Open Enrollment has begun and will be a challenge as health plan choices are more limited than in past years. Education of the employees on plan choices, biometric screening and open enrollment system issues will be ongoing.
- Issues with MIHS that include Risk Management, Ward 41 space considerations, Correctional Health issues and other billing concerns will need to be addressed in the coming quarter.
- Opening of the Remote Booking Sites in Southeast and Northwest Maricopa County will need to be evaluated and various decisions made. These include staffing of Correctional Health, charging the cities for services, and the timing of the openings. This will be a multi-departmental collaborative issue.

Business Strategies and Health Care Programs

The mission of **Business Strategies and Health Care Programs** is to provide business management and health management services to employees and taxpayers so they can live and work well.

Christopher Bradley
Director

Business Strategies and Health Care Programs

Strategic Goals:

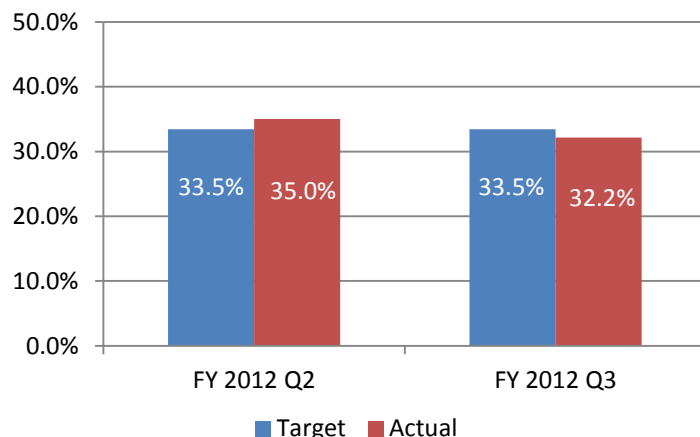
- By 2015, there will be a 10% increase in the number of eligible people with HIV/AIDS entering and remaining in medical care.

Key Result Measures:

- Percent of clients tested with a Viral load below level of detection.
- Percent of eligible clients with referral to non-medical support services who receive medical services or non-medical support services.

Ryan White HIV/AIDS Part A Program

Percent of Clients with Viral Load Below Level of Detection



Background Information:

- Percentage of clients with viral load below level of detection indicates the relative health of RWPA clients as well as the danger of spreading HIV infection to other persons.
- The RWPA program contributes to this result by identifying and enrolling people with HIV/AIDS, as well as by sustaining continuity of health care and other services.
- The viral load result is a new performance measure.
- Core medical services include primary medical care, mental health, substance abuse, medical case management and nutrition services.

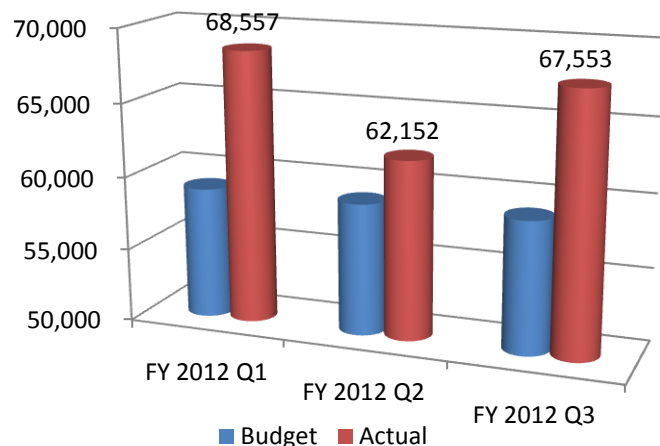
Analysis:

- Result is above the national average reported by the CDC for all people infected with HIV, which is 28%.
- Core medical services have exceeded targets by 10.8%.

Action Steps:

- Continue to refine and validate the viral load measure to insure its accuracy.
- Continue to improve results by improving outreach and continuity of services.

Number of Core Medical Service Units Received



Business Strategies and Health Care Programs

Strategic Goals:

- By July 1, 2015, premium rates for medical plans for active employees will be 3% below national medical trend to keep premium rates as low as possible for employees.

Key Result Measures:

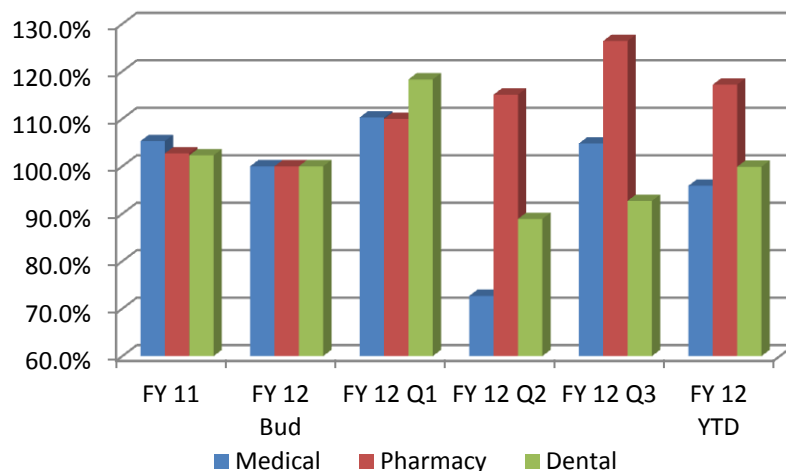
- Percentage of employees receiving coverage who are satisfied.
- Percentage of employees receiving coverage who rate their benefits as affordable.
- Percentage of claims expense to premium revenue (loss ratio).

Employee Health Benefits Program

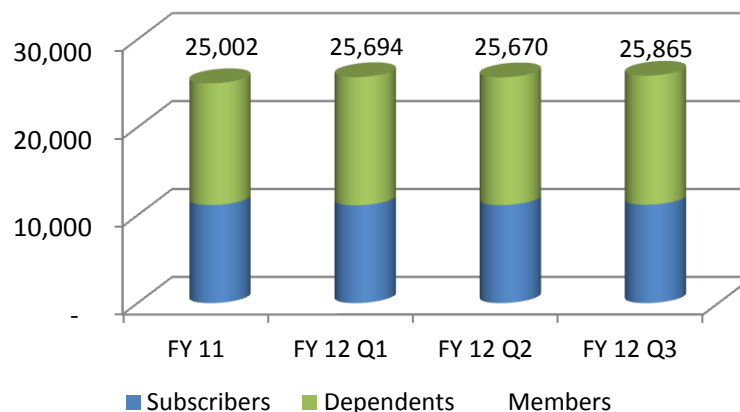
FY 2012, 3rd Quarter Service Delivery:

•Calls handled by Benefits Customer Service Team: 2,257

Self-Insured Plans Loss Ratio



Medical Plans – Covered Members



Background Information:

- Employee Health Benefits Program provides health insurance coverage and wellness services to Maricopa County benefit-eligible covered members so they can have access to effective and affordable health care.
- “Loss Ratio” is the percentage of plan expenses to plan revenue. Loss ratios are targeted at 100%; 100% or less is a favorable result.
- Employee satisfaction with benefits was assessed in the Benefits Customer Satisfaction Survey, which will be reported in the 4th Quarter.

Analysis:

- Loss Ratios remained less than 100% for the self-insured dental plan.
- Loss ratios were higher than 100% for medical and pharmacy plans. Health care claims expenses rise in the 3rd and 4th quarters. Also, utilization of expensive specialty medications is an ongoing concern.

Action Steps:

- Continue monitoring and managing costs through FY 2012.
- Implement improved plan designs for FY 2013.

Business Strategies and Health Care Programs

Current Initiatives:

- Drug formulary revisions
- Procurement of key insurance vendors
- Update of 27 department's strategic business plans
- Pilot of "Opt Out" HIV testing in County Jails
- Durango Fitness Campus
- Expansion of dental and early intervention services for persons living with HIV/AIDS

Business Strategies & Healthcare Programs

Accomplishments:

- Board of Supervisors approved new benefit plans for FY 2013; major simplification in medical and pharmacy plans and plan adjustments to improve employee satisfaction, contain cost increases.
- Launched on-site biometric screening clinics.
- Finalized plans for 2012 Benefits Open Enrollment, including procurement of vendor to provide one-on-one benefits counseling for employees.
- County recognized by the Phoenix Business Journal as one of the Valley's healthiest employers; moved up in rank to 9th from 11th in 2011.
- Inaugurated the new Durango Fitness Campus with the opening of a cardio exercise room at the MCDOT Traffic Operations Building.
- Concluded negotiation of the development agreement with Silicon Valley Bank to provide \$1 million for its Information Technology "Center of Excellence" with 460 new jobs at average salaries of \$88,000. Agreement includes performance thresholds and claw-back provisions.
- Developed and published the *Maricopa County Report to Citizens 2011*.
- Coordinated redesign and launch of new County Strategic Plan web site.

Challenges:

- Reducing health risk not just for 12,000 covered employees, but for 25,000 total covered employees and their family members.
- Growing population infected with HIV/AIDS.
- Relations with HRSA, including:
 - Audit findings not finalized.
 - Grant drawdown restrictions imposed with no process for ending them.
 - Outstanding appeal of HRSA decision to deny reimbursement of \$22,000 in payments to ADOC previously directed by former HRSA Project Officer. Hearing scheduled for April.
- Moving the organizational culture to support employee wellness.
- Funding cuts to AHCCCS result in higher demand for Ryan White Part A services.
- Communication to all departments.

Correctional Health Services

The mission of the **Correctional Health Services** Department is to provide cost effective, medically necessary, integrated health care services to patients in the County jails so they can proceed through the judicial process.

*Thomas J. Tegeler, RN, MPH, CCHP, NEA-BC,
Director*

Correctional Health

Strategic Goals:

- By 2013, the vacancy rate for direct patient care will be no greater than 10%, which will benefit client care.
- By 2012, CHS will have a tracking mechanism for chronic care patients to ensure appropriate continuity and level of health care.
- By 2014, 100% of CHS patient health records will be in an electronic format.
- By 2015, CHS will build a stronger partnership with Maricopa Integrated Health System (MIHS) and District Medical Group (DMG) by providing over 50% of initial referrals to specialists on site or through telemedicine, and increasing the number of ancillary services provided by MIHS and DMG.

Programs:

- Outpatient
- Inpatient
- Support Services
- Restoration to Competency

Outpatient Program

FY12, 3rd Quarter YTD Program Results:

% of initial assessments completed within 14 days	92
% of patients triaged within 24 hours	100
% of prescriptions written given within 3 days	96
% of scheduled appointments kept	97
% of screened inmates booked	100

CHS RECEIVES ACCREDITATION FROM THE NATIONAL COMMISSION ON CORRECTIONAL HEALTH CARE (NCCHC)



Background Information:

- The first four program results for the outpatient program are directly linked to NCCHC accreditation and GvA compliance. Several years ago, CHS lost accreditation due to the inability to meet the required demand for these services.

Analysis:

- Results have improved over the past several quarters in all areas. Specific to the triage result, CHS had meetings with multidisciplinary teams to address the low results. Since November, 2010, these results have consistently exceed 90% as an outcome of recommendations of this team being implemented.

Action Steps:

- Continue to monitor and track closely.
- Manage provider productivity for the Outpatient visits by provider and hold medical and mental health providers accountable.

Current Initiatives:

- Successfully implement EHR.
- Work with the OMB Employee Compensation to establish increased retention and recruitment efforts for all clinical and administrative areas.
- Maintain NCCHC accreditation.

Correctional Health

Key Result Measures:

- Percent of initial health assessments completed with 14 calendar days.
- Percent of patients Health Needs Requests that are triaged within 24 hours.
- Percent of prescriptions written that are initiated within three days.
- Percent of scheduled appointments kept.
- Percent of screened inmates booked.
- Percent of infirmary patients discharged within 16 days.
- Percent of mental health unit patients discharged within 25 days.
- Percent of complete medical records provided to external requestors within 7 days.
- Percent of Rule 11 evaluations performed within 21 days.
- Percent of competency determinations performed within 78 days.
- Percent of inmates found not restorable within 15 months of determination of incompetence.

Correctional Health Services

Accomplishments:

- Successfully became re-accredited with NCCHC.
- Compliance with a portion of new DEA regulations achieved and within budget.
- Collaborated with Business Health Care Strategies for an HIV grant funded discharge and community outreach program.
- Working with OET to establish ongoing relationship relative to the Scope of Work for both OET, MCSO, and new EHR vendor requirements.
- 60% of CHS MfR results are at or – exceed targeted percentages.
- Forecasted to be within budget targets for FY 2012 and absorb critical one time purchases for clinical areas.

Challenges:

- Successfully work with our new IT support department and ensure a smooth transition between MCSO IT and OET. As problems arise in the transition it is imperative that CHS maintain all electronic means of capturing data until the new EHR is fully implemented and operational.
- Maintain community salary competitiveness in order to attract and retain skilled healthcare and administrative personnel- as with FYQ2, FYQ3 brings additional challenges not only with healthcare personnel, but also with support and administrative staff.
- Continue to work with BSHC department to define how the healthcare provided in the jail setting may be considered for federal funding and discharge planning for all of our population returning to the community.
- Maintain ongoing compliance with NCCHC and GvA while dealing with manual processes and a rough IT transition.
- Collaboration with MCSO regarding desire to reopen East and West side booking sites.

Human Resources

The mission of **Human Resources** (HR) is to provide policy-based enterprise services to facilitate the recruitment, development and retention of employees for Maricopa County government so they can maintain a qualified, professional, and diverse workforce.

Sandi Wilson

Director

Linda Young

Deputy Director

Human Resources

Strategic Goals:

- By 2016, 97 % of County agencies will indicate they are satisfied or very satisfied with the service provided by the Employee Services Division, as indicated by the internal customer satisfaction survey.
- By 2013, 100 % of HR's policies and procedures will be revised and updated to reflect all relevant statutory changes in state and federal law in effect as of December 30, 2011.
- By 2016, 15 new training programs will be provided.

Key Result Measures:

- Percent of departments satisfied or very satisfied with services provided.
- Percent of customers who reported satisfied or higher with services provided.
- Percent of participants reporting satisfied or very satisfied that the stated goals and objectives of the class were met in classes identified as key training programs.
- Percent of Merit Commission members satisfied or very satisfied with organization and efficiency of meetings.

Workforce Management

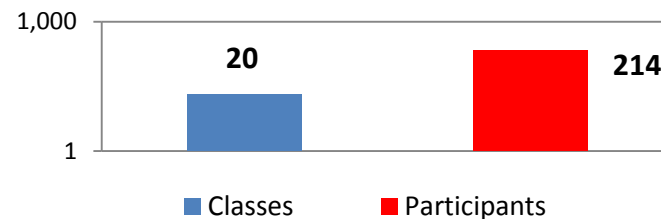
FY12, 3rd Quarter Employee Relations Outputs:

•Number of department consultations	121
•Number of employee consultations	73

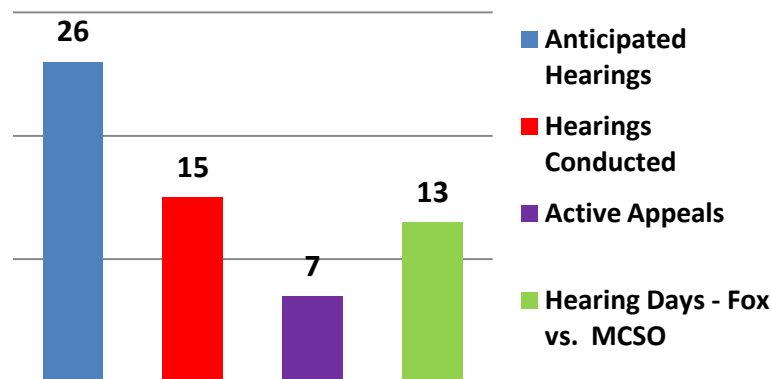
FY12, 3rd Quarter Training Outputs:

•Number of classes	116
•Number of employee participants	1,637

3rd QTR "Key Training" Activity



Merit Commission Activity



Background Information:

- Classes identified as "Key Training" classes are offered to improve employee effectiveness, thus aligning with County goals.
- Employee Development has a vacant Trainer position. Employee Relations has a vacant Analyst position.
- Employee Relations is collaborating with MCAO on policy revision updates.
- Merit Commission activity was reassigned to Employment Services Division in March.
- A new chairman was selected for the Merit Commission.

Analysis:

- Adding an additional Trainer will allow an increase in the number of "key training" classes that directly impact employee effectiveness.
- Policy review includes statutory updates and a legal review prior to revising policies.
- A Merit Commission Systems Coordinator was hired in March.

Action Steps:

- Hire additional Trainer.
- Increase classes identified as "key training" classes.
- Hire an Employee Relations Analyst.
- Continue coordinating with MCAO on policy revisions.
- An additional 22 days of hearings are scheduled for Fox vs. MCSO.

Human Resources

Strategic Goals:

- Enhance public safety for Maricopa County by deterring potentially wrongful acts and help maintain order on Maricopa County public property such that County employees and visitors are safer on County property than in the surrounding geographic area.

Key Result Measures:

- Percent of parking spaces utilized in County garages and lots.
- Percent of shuttle bus seats utilized.
- Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment.

Protective Services

FY12, 3rd Quarter Security Outputs:

• Number of incidents reported on County properties 849

FY12, 3rd Quarter Parking Management Outputs:

• Number of vehicles parked in County garages/lots 222,497

• Number of shuttle bus seats (passengers) 66,566

Background Information:

- Maintain security at County facilities to ensure a safe and secure environment for all elected officials, employees, jurors, and visitors.
- Parking facilities are maintained to accommodate all jurors, Elected Officials, County employees, and visitors.
- Shuttle bus transportation is provided for County employees, jurors and grand jurors who park in various County garages in downtown Phoenix.

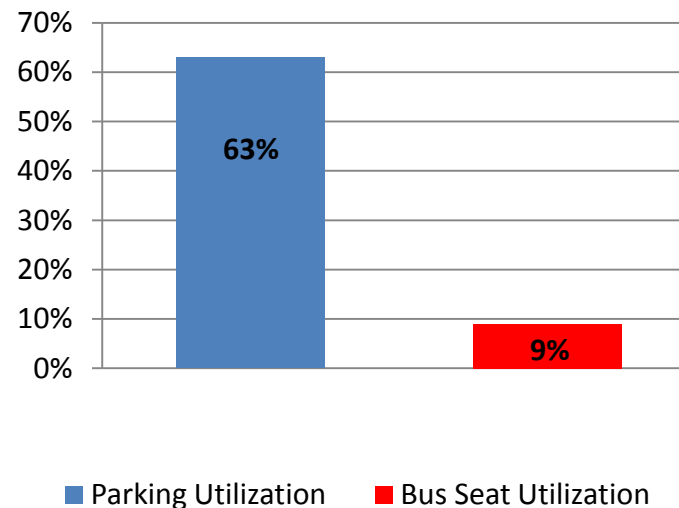
Analysis:

- Security incidents on County property have been significantly reduced from the first quarter.
- Current parking facilities are able to accommodate all employees, jurors, and visitors.
- Shuttle buses are full during peak arrival and departure times, but taper off during the business day.

Action Steps:

- Continuous monitoring of security programs.
- Continuous monitoring of parking and shuttle bus services.

3rd QTR County Parking and Shuttle Bus Data



Human Resources

Current Initiatives:

- Job Fairs and Training
- Approval to proceed with pilot Career Development Program
- Addition of “Key Training” classes
- Policy Revisions
- Job Order Contract Final Report
- New Court Tower Security

Accomplishments:

- Employment Services staff attended the AZ Workforce Connection Job Fair and the University of Advancing Technology Job Fair.
- Research was conducted in collaboration with Workforce Connections to prepare for rollout of the Career Development Program.
- “Key training” subjects include classes in Diversity, Business Punctuation and Grammar, Managing for Results, Organizational Ethics, Supervision, and Customer Service.
- Client Monitoring, which totals 13 cases, includes the review of 30 million KB of data.
- Job Order Contract Review Report was finalized and submitted to the respective department’s Director.
- Protective Services coordinated with various County agencies to implement a security card access system for the new Court Tower which opened in February.
- Upgraded the Hirsch Security System software.

Human Resources

Challenges:

- Two divisions are operating with one less person. Recruiting, interviewing, hiring, and initial training of a new hire will take additional resources.
- Collaborating with MCAO to conduct legal review of HR policies delays the final revision and implementation of policies.
- Planning the closure of the FMD/Jefferson Garage roof top parking areas for construction and installation of solar panels.
- Protective Services is transitioning from General Government to Human Resources.
- Special energy and construction projects have resulted in multiple security requests beyond normal demands.

Office of Enterprise Technology

The mission of the **Office of Enterprise Technology** Department is to provide secure, cost-efficient, and high quality technology solutions to County departments so they can best serve our citizens and communities.

Stephen L. Wetzel
Chief Information Officer

Enterprise Technology

Strategic Goals:

- By June 2013, OET will improve customer satisfaction with the timeliness and quality of services as evidenced by an increase in our customer satisfaction score to 98%.
- By June 2013, OET will improve employee satisfaction as evidenced by an increase in our employee satisfaction score of 85%.
- By June 2014, OET will ensure 95% of the OET-managed County technology infrastructure will be within current lifecycle standards to meet customer demands and industry best practices.
- By October 2016, 75% of IT services will be in compliance with approved IT standards.

Information Technology Infrastructure Program

FY12, 3rd Quarter Results:

•Percent of time Enterprise Email is available	100%
•Percent of Smart devices enterprise services are available	100%
•Percent of time external systems (Internet) access is available	99.67%

Background Information:

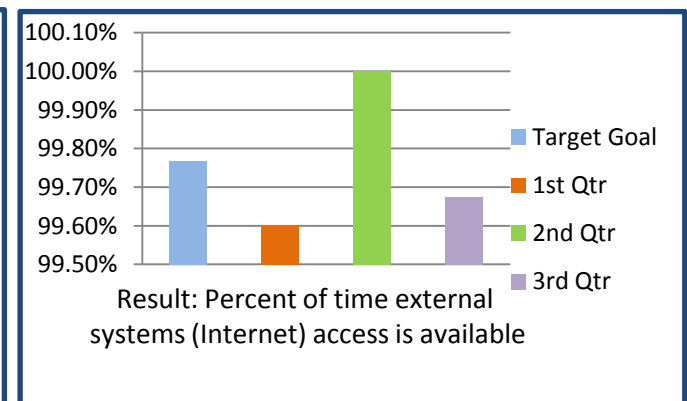
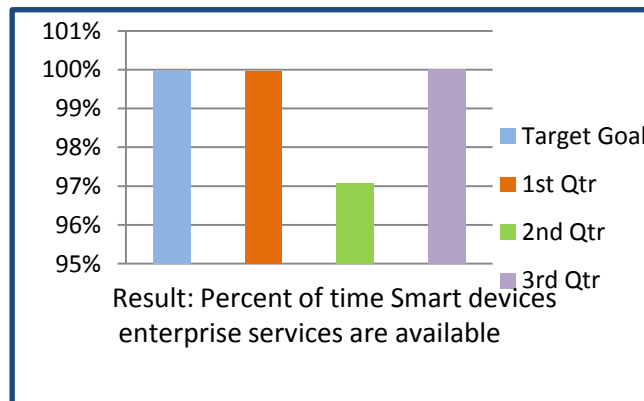
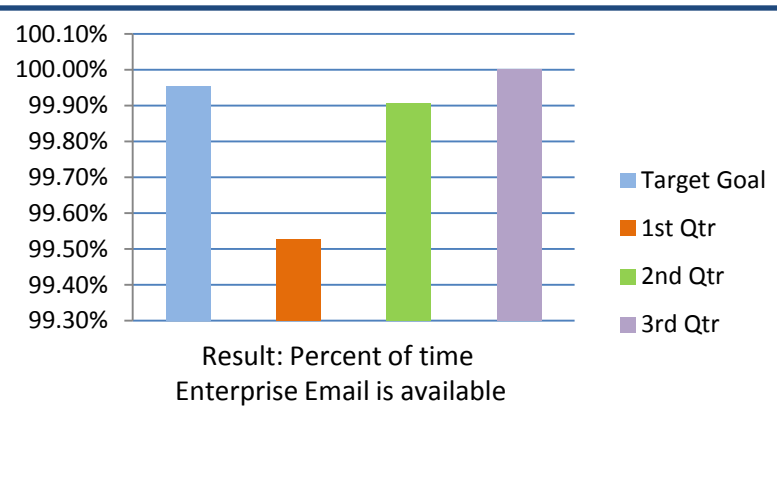
- The measures reflect the availability of key technology systems that enhance and enable business productivity and continuity of Maricopa County Agencies.

Analysis:

- Enterprise Email and Smart devices were available 100% of the time in the 3rd quarter.
- External systems (Internet) access was available 99.67% of the time in the 3rd quarter.

Action Steps:

- Continue to enhance proactive monitoring capabilities for County Enterprise systems to ensure that once a system outage occurs, the outage is immediately diagnosed and that service is restored as soon as possible.



Enterprise Technology

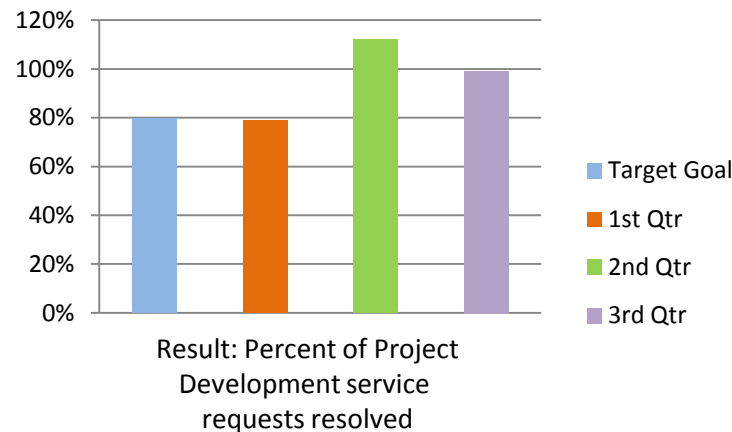
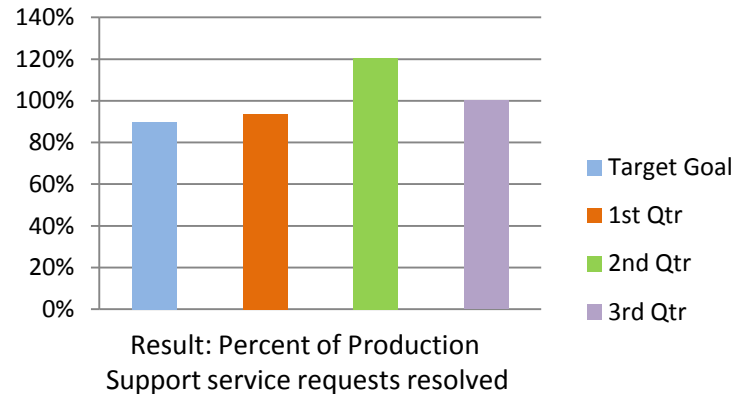
Strategic Goals:

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Information Technology Management Program

FY12, 3rd Quarter Results:

•Percent of Production Support service requests resolved	100%
•Percent of Project Development service requests resolved	99%



Background Information:

- Measures reflect the number of production support and project development services requested and resolved by OET's Advanced Services Division.

Analysis:

- In the 3rd quarter, the Applications Development and Support team received a large increase in production support requests related to the MfRIS system due to budget preparation activities.
- During the 2nd quarter, the high number of production support and project development service requests resolved was due to the extra effort initiated by OET to resolve back log requests.

Action Steps:

- OET continues to work to resolve service requests in a timely and professional manner, and will continuously evaluate ways to improve service delivery to meet and exceed customer expectations.

Enterprise Technology

Current Initiatives:

- Enterprise Voice over Internet Protocol (VoIP) / Unified Communications (UC)
- Enterprise Contact Center Project
- ADP Time Collection Phase Two

Office of Enterprise Technology

Accomplishments:

Enterprise VoIP/UC

- Completed the preliminary project timelines for Avaya VoIP/UC re-launch.
- Completed VoIP/UC budgets for FY 2013.
- Selected the Office of Procurement Services (OPS) as the next building for the VoIP migration and UC deployment.
- Completed the initial testing of the Avaya system through the Maricopa County Network to the E911 Protective Services impact (dot matrix). The printer records incoming E911 calls.

Enterprise Contact Center Project

- Continued the design for Planning and Development initial call flows; implementation is tentatively scheduled for May 2012.
- Developing the design document for Animal Care and Control call center and IVR, which includes integration of the automated payment services and other self-service applications.
- Developing charge back models to support "OET/OMB Technology Charge Back Summit" planned for this summer.
- Received additional gateways in alignment with the Customer Interaction Center (CIC) Disaster Recovery (DR) enhanced design.

Accomplishments (continued):

ADP Time Collection Phase Two

- Clerk of the Court time clock installation is complete and all clocks have been validated. Planning began for supervisor training, testing, and go-live.
- The time clock installation at MCSO Detention was completed by March 30, 2012. Training is scheduled for MCSO and timekeeper personnel in early April 2012.
- Requirements gathering activities and site visits were conducted for Public Health, Justice Courts, MCSO Sworn, Air Quality, and Public Works.

Challenges:

- OET is working on the planning details to move its data center, located in the basement of the NAB, to the fourth floor of the new SCT.
- Continue working with Protective Services to transition the Badge Reader System into the OET server environment. Plans include migrating servers to OET's new data center, and also provide high availability (HA) and failover to alternate servers with server virtualization.

Office of Management & Budget

The mission of the **Office of Management & Budget** (OMB) is to provide a sustainable, structurally balanced budget to the Board of Supervisors and County Manager so they can achieve the County's mission within available resources.

Sandi Wilson
Deputy County Manager

Management & Budget

Strategic Goals:

- By 2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY 2010 level.
- By 2015, Maricopa County will be the low-cost leader among large urban benchmark counties as demonstrated by having the lowest cost on 100% of a basket of commonly provided services and functions.
- By 2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY 2010 level.

Key Result Measures:

- Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.
- Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.

Planning & Budgeting Program

FY12, 3rd Quarter Outputs (annual estimates):

- Number of appropriated budgets monitored and forecasted: 354
 - Number of budgeted activities monitored and forecasted (dept/fund/activity)*: 1,360
- *prior quarter was reported at org/fund/activity level

Background Information:

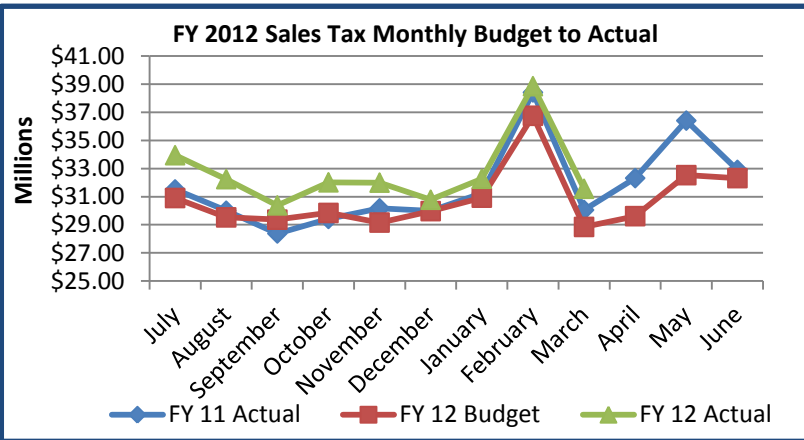
- Year-over-year growth rate of sales tax slowed during the quarter.
- February 10th assessed valuations were less than anticipated, resulting in a \$7.5 decrease in property tax estimates for FY 2013 than anticipated.
- Departments submitted their FY 2013 budget requests. OMB completed their analysis and prepared recommendations for the FY 2013 budget.

Analysis:

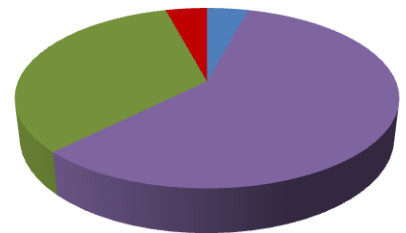
- Revenues continue to be sluggish for the year. Full report is at Maricopa.gov/Budget.
- Expenditures forecasted to be under budget at year-end.

Action Steps:

- OMB will complete its analysis and provide a recommendation of a structurally balanced budget for FY 2013.



Budget to Forecast Departmental General Fund Operating Budgets



- At budget
- Under budget within 5%
- Under budget more than 5%
- Over budget

Management & Budget

Current Initiatives:

- MCSO Resolution
- Court Tower project
- FY 2013 Budget Development
- Revenue Monitoring and Updates
- Creation of a Position Management Application System
- Development of a Performance Management System
- Participation in vendor selection for “cash kiosk” system
- Participation in Consultant RFP process

Office of Management & Budget

Accomplishments:

- MCSO Resolution continues to be monitored and is on target for successful completion. Full report is on DCM website (Maricopa.gov/DCM).
- FY 2012 Revenue Update and presentation in February, 2012.
- Created and implemented Peak Performer Awards Program System to automate the process.
- Created a Compensation Topics website so that departments have the tools to handle compensation issues.
- Assisted the Facilities Management Department with their department reorganization.
- Obtained Board approval of the Election Worker Pay Differential.
- Completed 51 Market Range Title reviews.
- Balanced the preliminary tentative budget and discussed with the Board of Supervisors.

Challenges:

- Continued uncertainty of an economic recovery translates into limited revenue growth.
- Declining property tax revenue presents challenges to meet service demands.
- Ensuring that all departments are complying with the Federal Fair Labor Standards Act.
- The stagnant economy has resulted in the lack of funding for regular merit and market increases. This has created compression issues (employees with varying years of experience making the same rate), which in turn has impacted job offers, given employees the sense that there are no growth opportunities at the County, and hurt employee morale.

Research & Reporting

The mission of **Research & Reporting** is to provide survey data services to County managers so they can more effectively manage for results using statistically reliable data

Ken Andersen
Director

Research & Reporting

Strategic Goals:

- By 2016, 90% of respondents will report satisfaction with the Customer Satisfaction survey.
- By 2016, 90% of respondents will report satisfaction with the Employee Satisfaction Survey.
- By 2016, 90% of respondents will report satisfaction with the Exit Interview survey.

Key Result Measures:

- Percent of eligible respondents who are interviewed for a county-department-contracted survey project (Rate of Response or Participation Rate) .
- Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate) .
- Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate).

FY 12, 3rd Quarter Program Outputs :

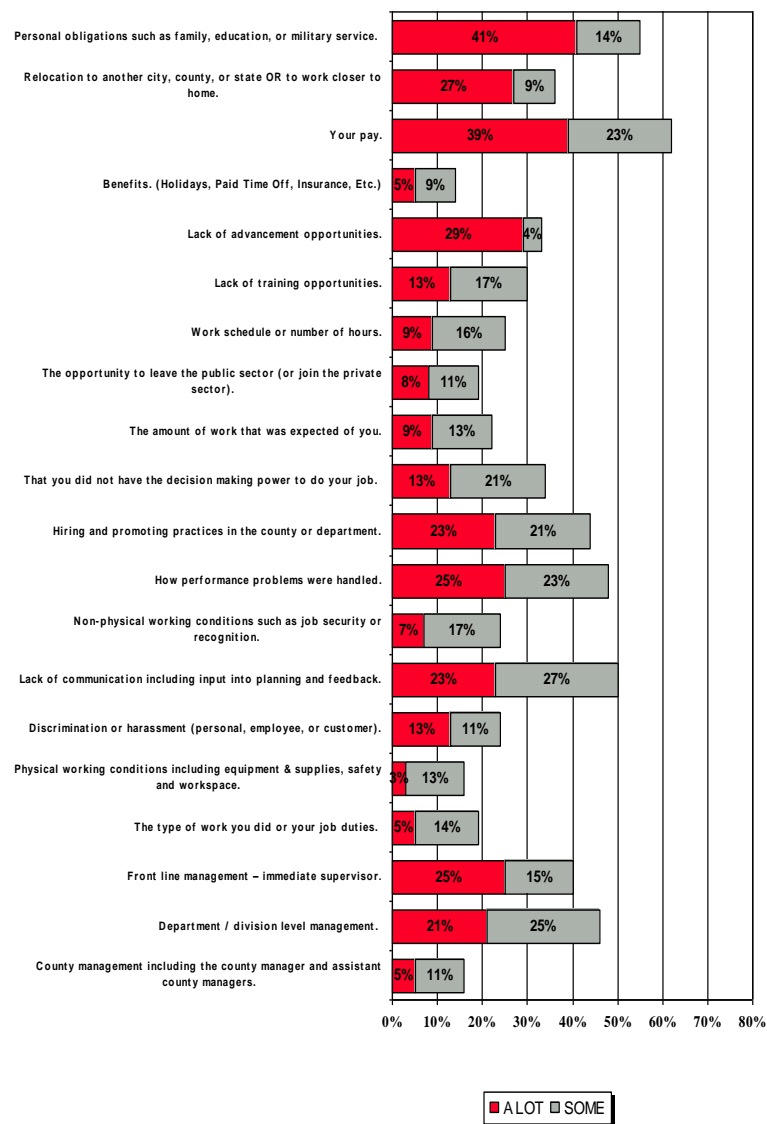
- Number of county-department-contracted survey projects completed 1
- Number of county-sponsored survey projects completed 16
- Number of outside-agency survey projects completed 1

Action Steps:

- Research & Reporting is consulting with department management to help integrate the employee and customer satisfaction surveys into their MfR plans.

Research and Reporting Program

Exiting Employees 3rd Quarter FY2011-2012 How much each factor contributed to decision to leave



Research & Reporting

Current Initiatives:

- R & R is working with OET to find the software and develop the methodologies necessary to be able to administer some of the surveys on line.

Research and Reporting Program

Accomplishments:

- During the 3rd quarter, R & R compiled and released the employee satisfaction survey results for sixteen county agencies.
- We also compiled and released the 2nd Quarterly Report for the newly designed and formatted Exit Interview Report.
- This quarter was the beginning of data collection for the State of Arizona in regards to compensation and credentials of Arizona child care centers.

Challenges:

- The Employee Satisfaction process was in full swing this quarter. We were able to complete the data collection and reporting for 16 county agencies
- Being able to take on a contract with First Things First , State of Arizona to assess the compensation and credentials of all licensed child care centers without hiring any new employees was a major challenge.
- The major challenge R & R is facing is in regard to technology and its impact on data collection. Gradually converting our ongoing research projects to online self administered questionnaires while maintaining the controls and confidentiality necessary if proofing to be a major undertaking.

Risk Management

The Mission of **Risk Management** is to provide loss prevention and control programs and direction, insurance, environmental and claims management services to Maricopa County departments, districts and Trust members so they can reduce or eliminate losses.

*Brad Keogh
Acting Director*

Risk Management

Strategic Goals:

- By 2015, the cost of risk will be at or less than 1%

Key Result Measures:

- Percent of AL (Auto Liability) claims closed: 50.94%
- Percent of APD (Auto Property Damage) claims closed: 19.74%
- Percent of GL (General Liability) claims closed: 32.29%
- Percent of MM (Medical Malpractice) claims closed: 16.95%
- Percent of PD (Property Damage) claims closed: 27.27%
- Percent of WC (Workers Compensation) claims closed: 33.13%

Severity Code:

- Severity Code 5:** the most serious claims in terms of financial exposure, political or public policy impact, or other considerations, regardless of reserve amount
- Severity Code 4:** claims with total reserves of \$250,000 to \$749,999 including complex claims and litigation not designated as Severity Code 5
- Severity Code 3:** claims with total reserves of \$100,000 to \$249,999
- Severity Code 2:** claims with total reserves of \$50,000 to \$99,999
- Severity Code 1:** claims that present comparatively minimal financial exposure

Claims and Insurance Program

FY12, 3rd Quarter Program Outputs:

•AL (Auto Liability) claims closed or reclosed:	27
•APD (Auto Property Damage) claims closed or reclosed:	77
•GL (General Liability) claims closed or reclosed:	113
•MM (Medical Malpractice) claims closed or reclosed:	10
•PD (Property Damage) claims closed or reclosed:	48
•WC (Workers Compensation) claims closed or reclosed:	266

Background Information:

- The claim settlement numbers are attributable to a significant MCSO and CHS wrongful death claim, a serious MCSO motor vehicle accident, and a substantial MCDOT roadway maintenance motorcycle accident

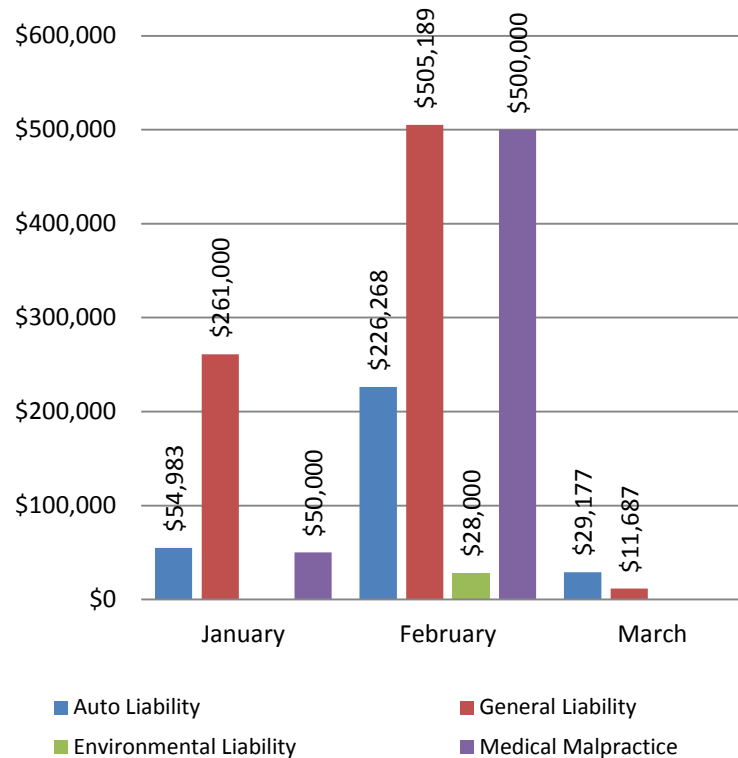
Analysis:

- Throughout the Third Quarter, a consistent stream of new claims were filed. However, the majority were of moderate financial significance to the Risk Trust Fund

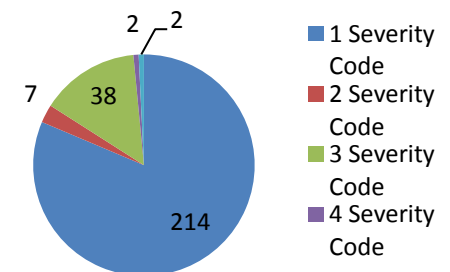
Action Steps:

- Risk Management Claims Division will continue to manage the new claims in order to mitigate the County's fiscal exposure

Claim Settlements by Month



Number of Claims Opened in the Quarter by Severity Code



Risk Management

Strategic Goals:

- By 2015, the cost of risk will be at or less than 1%
- By 2015, the injury incident rate will not increase each year by more than 1% over the 3 year average

Key Result Measures:

- Percent of County employees not injured: 99.39%

Definitions:

- Indemnity Claims: an employees' claim for lost wages due to an on-the-job injury
- Medical Only Claims: an employees' claim that does not include any lost time from work
- Indemnity Payments: payments made to the injured worker for time lost
- Medical Payments: payments made for medical expenses incurred by an injured worker
- Expense Payments: other charges incurred in the processing of the workers compensation claim (i.e. attorneys' fees, investigation fees, third party charges)

Safety Program

FY12, 3rd Quarter Program Outputs:

•Number of County employees:	16,887
•Number of County employees not injured:	16,784
•Quarterly Injury Incident rate:	3.58

Background Information:

- The figures at the left represent the number of employees not injured in the Third Quarter of FY12
- The injury incident rate is the number of employees injured per 100 employees

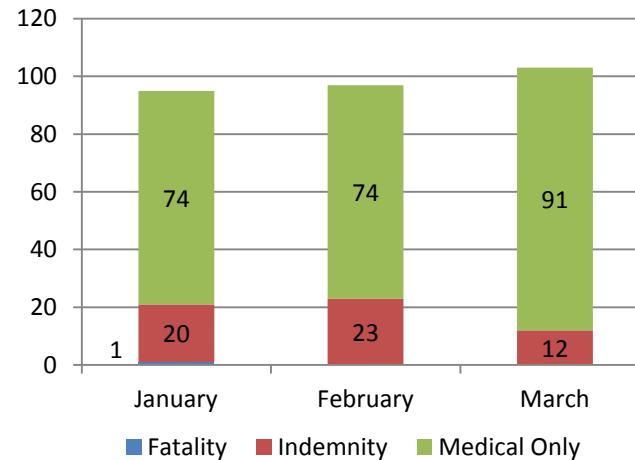
Analysis:

- The number of Workers Compensation claims increased in the Third Quarter in comparison to the Second Quarter; the percent of county employees injured also increased comparatively

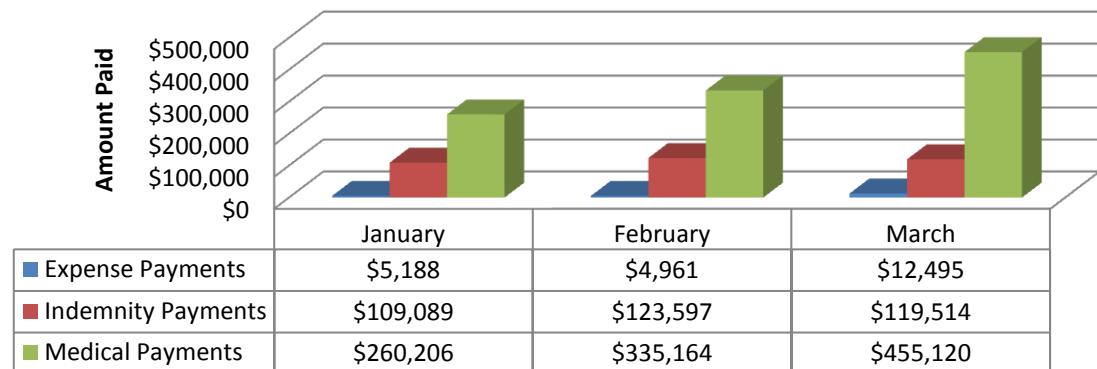
Action Steps:

- The Loss Control Division will continue to provide safety training and on-site consultation

Workers Compensation Claims Opened in the Quarter



Workers Compensation Payments by Payment Type



Risk Management

Current Initiatives:

- General Liability excess insurance renewals
- Reduce County liabilities on Group A litigation and other high exposure cases
- Audit County-wide Volunteer Programs
- MCSO resolution re: SRM Program
- Roundtable Program for high exposure claims
- Safety Fair

Risk Management

Accomplishments:

- Successfully convinced the underwriters of four insurers to provide \$50 Million of excess insurance coverage for FY 2013; this coverage is \$20 Million more than prior FY coverage, and is \$286,000 under budget.
- Commenced financial and risk analysis of re-structuring workers compensation program from a third party administrator program to an in-house program.
- Identified and targeted numerous assignment of counsel decisions for compliance with Procurement Code via sole source contracts.
- Settled serious personal injury claim against MCSO deputy for \$215,000, which was well under the damage exposure.
- Continued the ongoing management and implementation of MMSEA query reports to the U.S. Government.
- Completed the ICA tax and self-insurance renewals and the creation of the Volunteer Tracking Database.
- Installed new monitoring well and sampled groundwater in new wells at Cave Creek Landfill as precursor to expedited remediation.
- Disposed over 4,000 pounds of waste materials from Traffic Operations.
- Completed annual report for fleet OSHA and first five months of SafeStart training program with Flood Control District; vehicle safety training for 652 employees; and property insurance risk control survey of Fourth Avenue Jail, MIHS and Clerk's Office.

Challenges:

- Manage and minimize defense expense and indemnity payments in high exposure and Group A cases.
- Complete audit of new and open high exposure cases for prudent reserves and prompt and continuous notice to all excess carriers.
- Settle the ongoing dispute between AQD and WWR with minimal exposure to Risk Trust Fund.
- Continue preparing claims data for MMSEA submission and ensure full compliance with all MMSEA regulations.
- Re-institute monthly safety reports, field inspections and safety meetings with numerous departments to ensure regulatory compliance and employee safety.
- Maintain effective relationship with the EPA in effort to reduce oversight costs.
- Maintain Cost of Risk at or less than 1%.

Cost of Risk	FY08-09	FY09-10	FY10-11
Total RM Costs as a % of County Expenditures	0.93%	0.93%	0.91%

Maricopa County
Office of the Deputy County Manager

FY 2012 Third Quarter

Constellation Report



April 2012